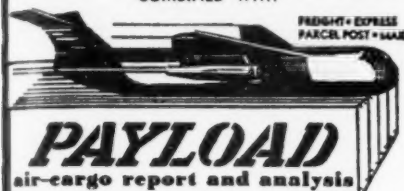


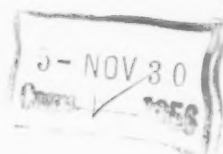
shipping MANAGEMENT

NOVEMBER 1956

COMBINED WITH



THE "HOW-TO" PUBLICATION OF
PACKAGING, TRAFFIC AND SHIPPING



and *The Air Shipper*



READERS' ROUTER

At the Judy Bond distribution center in New York order pickers never have to move more than 18 feet at any time. Here pickers are shown taking merchandise off racks, to which it has been delivered via automated methods. From here orders go to the packing department. For feature story, p. 12.

TO	SEE PAGE
TO	SEE PAGE
TO	SEE PAGE
TO	SEE PAGE



Less Butt Roll Waste Means Reduced Shipping Costs

You Save Money With New **GILMAN** **COLD-ROLLED*** **Non-Curling Gummed Tape**

Because it makes every inch of tape usable right down to the core!

Because it prevents snarling in dispensers!

Because it speeds up sealing!

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for 2-strip sealing—ask for **Gilman No-Tare Reinforced Tape**... also in distinctive colors and color printing.



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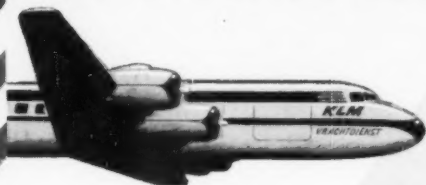
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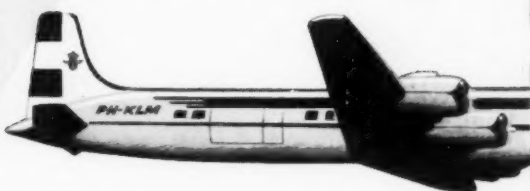
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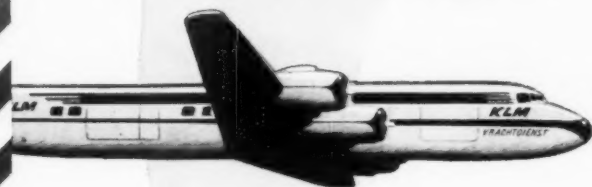
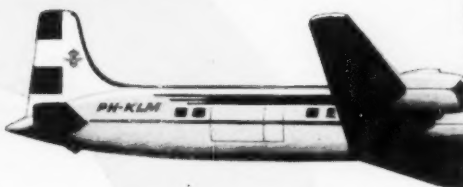
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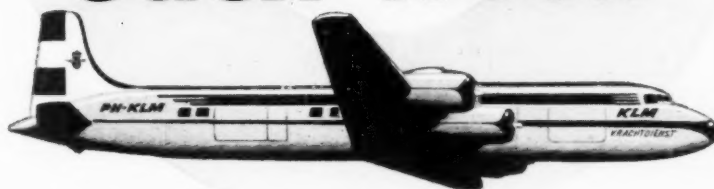
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BOTTLENECK

in your shipping room?

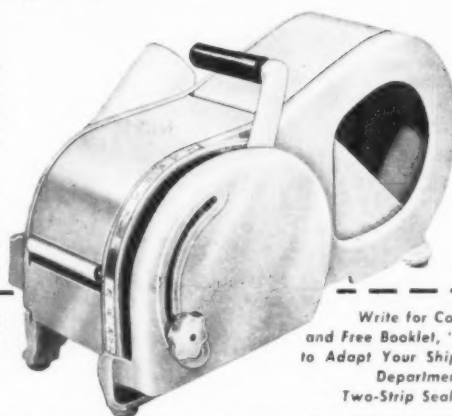
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SHIPPING MANAGEMENT, NOVEMBER, 1956

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GUMMED TAPE color swatch book contains specimens of 3" 60 lb. gummed tape in a complete color range—natural, golden brown, white, black, gray, green, red, orange, blue, chocolate and yellow. Samples are stapled together and mounted flat inside a handy pocket-size folder. For your FREE copy, check 13.

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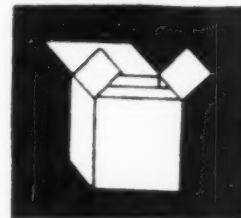
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MEN — METHODS — MATERIALS

PACKING A PUNCH

WHAT OF THE FUTURE of the railroads as far as freight is concerned? William T. Faricy, president of the Association of American Railroads, discussed this subject recently at a Chamber of Commerce Railroad Day luncheon in St. Paul, Minn., which celebrated the 100th anniversary of the arrival in that city of pioneer railroad builder James J. Hill. Mr. Faricy outlined for the century ahead an encouraging picture for the railroads, marked by technological improvement and increasing capital expenditures.

Starting with the railroads' 11-billion-dollar postwar improvement program, including the revolutionary changeover from steam power to diesel power, now about 90 per cent accomplished, Mr. Faricy told what the railroads foresee in the way of further improvements.

For instance, he said, it has been estimated that the railroads will acquire an average of 75,000 new freight cars each year for at least the next five years. At current prices, he added, these cars would cost approximately three billion dollars, or about as much as has been spent on new freight cars in the past 10 years.

These more efficient and more economical cars, which "should pay for themselves through increased traffic and reduced expenses," will receive better handling through better sustained speeds over the road and lessened time in terminals, Mr. Faricy continued. He added that the new major railroad terminals "will be marvels of adoption and adaptation of every kind of mechanical and electronic device which can be used for the smoother, safer, speedier and more economical handling of freight cars."

Railroad tracks of the future will have stronger and tougher rails laid in longer lengths and resting on longer-lasting ties and will be held in place with stronger fastenings, Mr. Faricy pointed out. Moreover, he said, their maintenance will be done increasingly by machinery, and the ballast and the drainage under the track will be improved.

"Electronic communications—radio, television, micro-wave, induction circuits and other devices yet undreamed of—will help to speed the trains over these better tracks, with fewer interruptions, with greater safety, and at lower cost," he remarked.

The railroads of the future, Mr. (Continued on Page 30)

NOVEMBER, 1956

Vol. 21—No. 11

shipping MANAGEMENT

COMBINED WITH

PAYLOAD & The Air Shipper

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shipping MANAGEMENT

Air shipments can be packed lighter as shown with these corrugated containers being loaded with the aid of a forklift aboard an all-cargo plane.



Airfreight's Challenge To Shippers: Bigger Profits - - Not Just Savings

By ROSS ANGIER
Manager, Airfreight Development
American Airlines

HOW MUCH OF YOUR PROFITS are dribbling through the hole in your transportation pocket? If you haven't investigated the possibilities in and taken advantage of the savings possible through the use of airfreight, the amount of profits that are slipping away may surprise you.

The speed of airfreight can prove beneficial to many companies in reducing over-all distribution costs and/or in increasing the sales.

One of the savings realized by the use of airfreight is in greater security and protection of the articles being shipped. Due to the short in-transit time and the inherent nature of the transport vehicle, many shipments need very little packaging. Here a saving is realized in the construction of the packaging and shows itself in reduced tare weight. In many cases of surface transportation, the tare weight of the shipment equals the weight of the article being shipped.

Inventories: An Old Bugaboo

It has been recognized for a long time that the graveyard of American business is inventories. Controlling inventories is a bugaboo to business management. Many companies do not have a scientific method of establishing inventories; and those that do have not taken into consideration the technological changes of the last five to ten years. When production costs, sales forecasts and

re-order cycles are taken into consideration in setting inventory levels, it is found that less inventory is needed for a faster and more efficient re-order cycle. The costs of acquisition and possession can be reduced by lower and better combinations in inventory levels, showing savings that will more than offset the cost of air transportation. There are important savings in lower packaging costs, lower finance charges, less obsolescence, reduced warehousing costs, lower taxes and other areas.

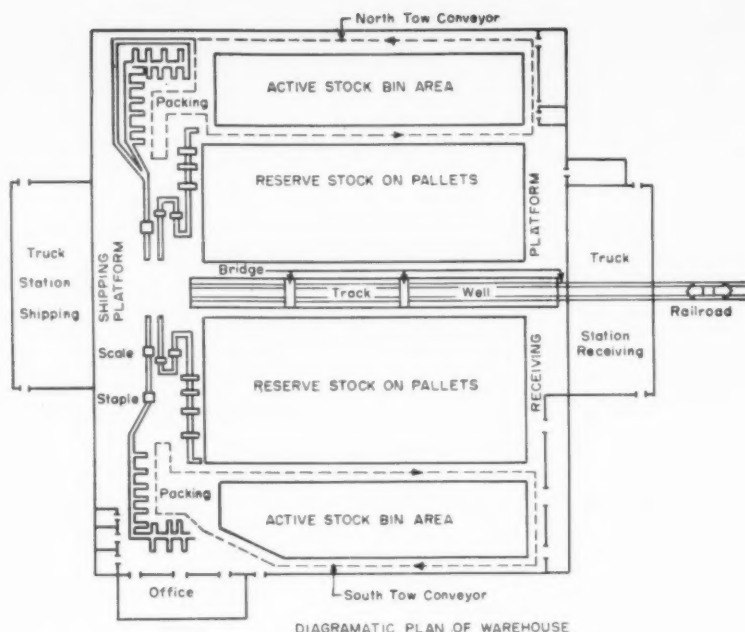
Overall View Needed

In an effort to increase sales, a view of the overall distribution function is of great aid in considering opening or expanding markets. With the terrific increase in population, which is moving south and west at the rate of 2½ miles a year, industry will have to take care of its present customers who are moving and find new customers in order to provide jobs for a larger number of people to maintain our standard of living in the future. It is estimated that in 1965 the population will range from 186 million to 193 million people.

These are some of the elements that unite to form the whole function of distribution. The airlines are continually investigating and employing

(Continued on Page 35)

Floor plan of S. S. Kresge Company's warehouse at Fort Wayne, Ind., shows the systematic flow of materials from the rail siding and receiving station through the storage areas to the packing department and out to the truck docks.



DIAGRAMATIC PLAN OF WAREHOUSE

Integrated MH Permits One Warehouse to Service 600 Stores

INTEGRATION OF SEVERAL methods of materials handling permits the smooth movement of 1- to 1½-million pounds of merchandise per month at the S. S. Kresge Company warehouse located on the outskirts of Fort Wayne, Ind. In operation 5 years, this warehouse handles 13,000 items, small and large, for all of Kresge's 592 stores in 27 states.

The warehouse is placed centrally in the territory served by the Kresge stores. Fort Wayne is also the nation's largest trucking center and is served by five railroads. A small amount of material is transported by air. The warehouse adjoins the Fort Wayne airport.

Merchandise is received either by rail from box-cars spotted on two depressed tracks that divide the warehouse in half or by highway trucks that are unloaded in covered bays at the east end of the plant. Material is shipped either by rail or by trucks that are loaded at the west end of the plant. Three bridges, raised and lowered hydraulically, span the depressed tracks. A total of fourteen freight cars and 32 highway trailers can be accommodated at once, all under cover.

All incoming material is palletized upon arrival

and is moved by one of the 33 fork-lift trucks or one of two tractors to the inactive storage areas. There are two inactive or bulk storage areas placed between the railroad tracks and the

Fifteen highway trailers can be unloaded under cover at once at the receiving (east) end of the warehouse. All incoming material is palletized immediately on arrival. Hydraulically operated dock-boards permit fork-lift trucks to enter the trailers. Fork-lift trucks deliver material to one of two bulk storage areas.





Packing supervisor retracts pin on order filler cart when it reaches packing area and parks it to await packing. Note order blank on each cart specifying merchandise required.

active storage areas. Bulk material is stored on pallets in five-high tiers until called out by a section supervisor. The material is moved on pallets to the active bins by fork-lift trucks and placed in the bins.

Merchandise specified on orders from the stores is taken from the bins and placed on one of the 554 four-tier "order filler carts." The cart is pushed manually within the section until the required items from that section are accumulated. Then the cart is connected to one of two tow-conveyor lines, which encircle each of the two active bin areas. A chain conveyor runs beneath the floor with a socket or shoe every 20 feet. The order clerk drops a steel pin on the front end of the cart into the slot, and the shoe automatically engages the pin and moves the cart to the packaging area. Here a packing clerk pulls up the pin, turns a handle to retain it in an up position, and parks the cart until he is ready to pack the order.

Material packaged at one of the 44 stations travels from a roller conveyor to a "ruff-top" belt conveyor where it is elevated and conveyed to the weighing station, put on pallets and taken to either a truck or railroad car by fork-lift truck.

Thirty-three fork-lift trucks and two tractors are an essential part of the integrated handling system. Kresge, by following maintenance procedures by field engineers has obtained excellent battery performance. All are standardized at 1,550-lb. capacity (except one that is 2,000 lb.) and only one size of battery is used throughout the plant. When the handling system was first set up, powerized hand-trucks were used, but because of the increase in volume of materials handled, the present fleet of rider-type trucks was purchased.

Photos and Data Courtesy Gould-National Batteries, Inc.

Outgoing shipments are delivered to one of 17 highway trailers at the west end of the warehouse by fork-lift truck equipped for towing industrial trailers.



After being packaged for individual stores, the cartons are pushed on roller conveyors to a smooth rubber conveyor that delivers cartons to the "ruff-top" conveyor. The packages are raised to a gravity conveyor that delivers them to a weighing and checking station.



Fourteen railroad cars can be loaded or unloaded at once within the warehouse on two depressed tracks that bring car floor height to warehouse floor height. Trailer-trains powered by tractors and 10-14 units long move incoming material to bulk storage.



Automation Performs Shipping Miracle In Blouse Firm's Distribution Center

By SAM KALMUS

Distribution Center Manager
Judy Bond, Inc.



Mr. Kalmus is a veteran plant manager. Because of his greatly varied experience in administrative and constructive plant distribution work Judy Bond called on him to develop and direct this highly automated operation. His article is a personal story, based on his enthusiasm for his job.

FOR 21 YEARS I have been engaged in every conceivable phase of warehousing, distribution and customer service.

In my last position I managed the conventional warehouses of a large manufacturer and distributor of household goods. That storage center was not unlike hundreds of others in different or allied industries. We got the goods out and kept

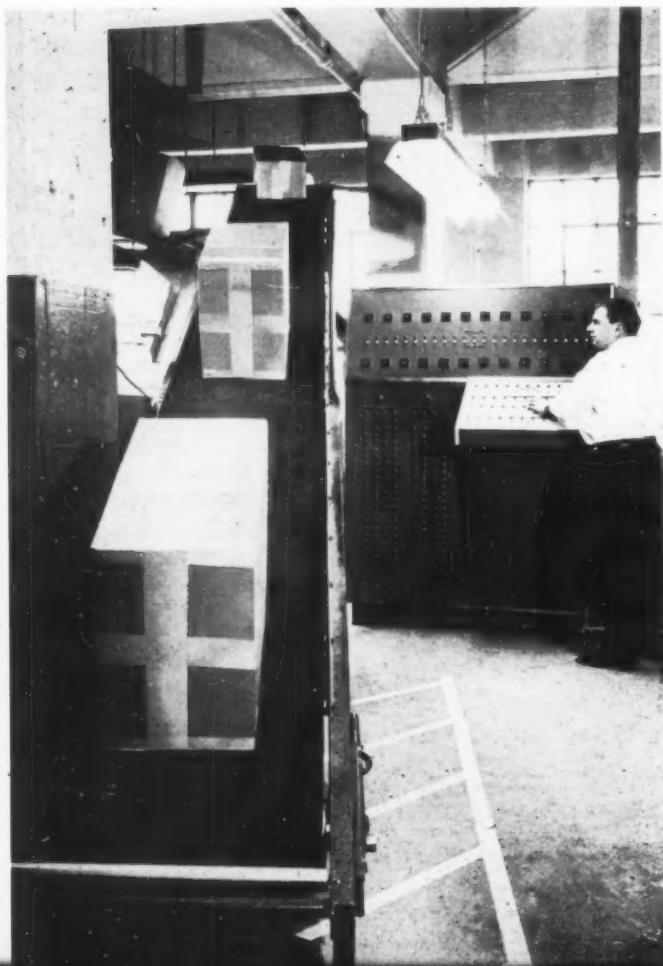
the sales department reasonably happy — that's all.

Now, while managing Judy Bond's automated plant, I cannot help but wonder how the age-bent warehousing methods of yesterday can still exist and how, in fact, industry puts up with them. I have the good fortune to be the manager of what we believe to be the most automated center yet built. Two years ago, we had a staff of 35 and now we are able to operate with 15 people. Strangely enough, although I have fewer men to supervise, there are more executive duties to perform and I have more time to perform them properly for my firm which is the largest blouse manufacturer in the world.

We are in a new building now. The goods come to us from our factories in trucks which are then brought neatly up to our floor on elevators. The goods are palletized and a lift truck quickly stocks them away in pallet racks. My job is to plan the dispatching sheets which tell our lift truck operator in the bulk storage area of the warehouse which goods to put into the automated system. At my direction, he may pick any of several hundred styles, many colors and sizes. These he puts on a conveyor and after he does so, he pushes a button which tells each separate carton where it is to go.

Order Picking Systematized

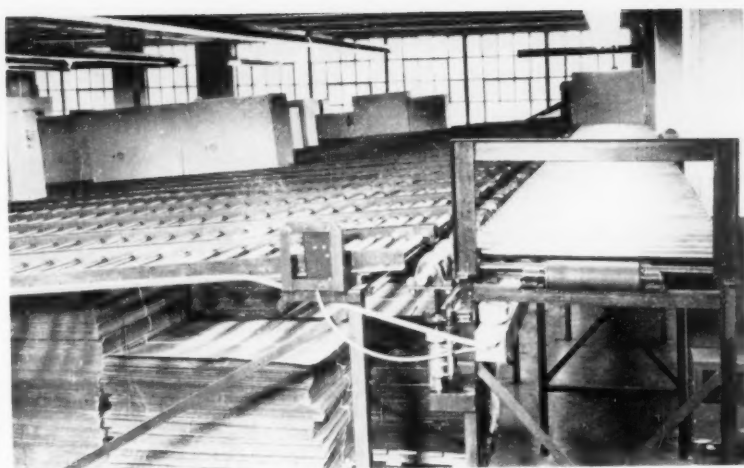
At the other end of the warehouse, there is a system of 23 order-picking racks. The goods, in original containers, travel on the conveyors to the appropriate rack and then get off by themselves and stand in line in front of the order pickers. Two order pickers, who never walk more than 11 feet in any direction to pick an order, then take the merchandise out of the original containers and place it on a conveyor which



Left: The complicated console board at right is the electronic brain which is the master control of the entire automated operation. Pressing the buttons in proper sequence feeds merchandise automatically into systematized conveyerization which eventually will sort it out for proper order filling.

PHOTO OF THE MONTH

The picture on our cover shows one of the important end-phases of the Judy Bond distribution center operation. Here is the company manager's own story of what automation has done to speed up shipping.



Right: Cartons are distributed to correct gravity conveyor racks from the main power conveyor at far right with almost the accuracy of a brain. Electric eyes control where the carton will break off its powerized ride.

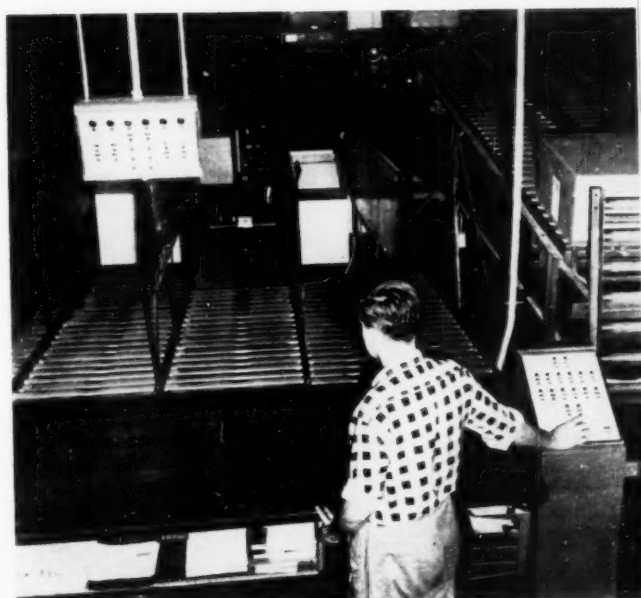
moves it to the packers. Each of the pickers can process up to 300 orders, as many as 18,000 units per shift, five times the work a man used to be able to do, and one packer can pack as much as one picker can pick when his job is solely to place goods into cartons as they come to him on the belt.

From the packer, the cartons containing the goods are sorted out by size and automatically fed into a case sealer in runs of one size at one time. When the cartons are sealed, they travel on another conveyor until they reach the shipping platform.

That's all there is to it. If something goes wrong, a bell automatically rings and a red light goes on. The bell alerts me, and the light tells me where the trouble is. In a minute the supervisor is there and gets things rolling again. Maybe the electric eye in front of the packer signifies that there is a backup of orders. In that case the supervisor may have to remove a man from another department and put him on packing for an hour or so. Automatic counters tell us how much merchandise has been fed into the system, how many orders have been picked and in a moment's glance, tells how much inventory there is of a given number. Our automatic billing machine, which prints the invoice, office copies, shipping copies, shipping labels and bills of lading in one operation, is located in the picking and packing area. When the order is packed, the bill is ready to go with it, a welcome bonus for the customer. If the sales or production office wants to talk to us, or we to them, we do it on an automatic transmitting device. Instead of a feeling of being isolated, our equipment offers a feeling of relief, of everything being under control, with the mechanical antenna keeping us in touch at all times.

Because there has been a good deal written about the possible social and psychological effects

(Continued on Page 36)



Above is shown another phase of the automated operation. Operator presses button on electric console which sets into motion processes whereby cartons are fed into an automatic sealer. Below, the sealer is shown at work. It automatically seals cartons and sends them on to the shipping platform.



How To Establish An Effective Packaging Program

By JOHN A. NEWTON
Factory Manager

and

B. A. CUMMINGS
Production Manager

Valve Division, Thompson Products, Inc.
Cleveland, Ohio

This article, the first installment of a two-part series, is based on a presentation made by Messrs. Newton and Cummings at the American Management Association's 25th Anniversary National Packaging Conference last April in Atlantic City, N. J.

In the first installment, the authors discuss procedures set up by Thompson Products to achieve an effective packaging program. The second installment in next month's issue of SHIPPING MANAGEMENT will deal with the actual packaging methods.

IN ORDER TO ESTABLISH AN EFFECTIVE packaging program, it is necessary to:

1. Have an established organization for packaging;
2. Delegate responsibility in an orderly manner;
3. Establish packaging specifications;
4. Evaluate current and past methods of packaging;
5. Study and improve methods of handling for packaging;



Above: Bulk service pack of valves, used to send semi-finished valves to customers. This is a safe method for these valves. Right: Safest and latest way to send finished valves is in this new type carton, adapted to palletizing.

6. Utilize to a high degree existing available work areas; and

7. Cooperate with elements of the packaging industry.

A serious approach to this problem, made in this manner, will result in definite cost reductions as is shown by the example of the Valve Division of Thompson Products, Inc.

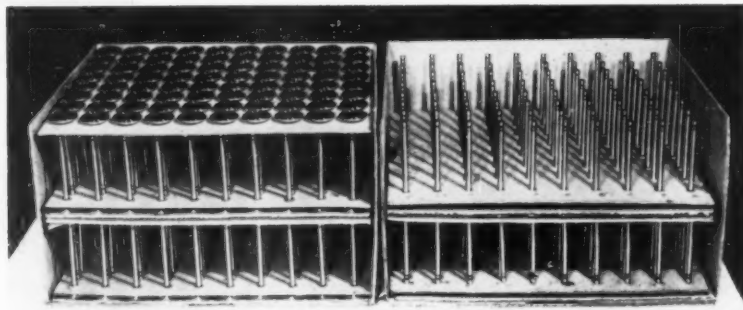
The Valve Division is a manufacturer of automotive and aircraft valves and miscellaneous automotive valve train parts. As in other industries, the packaging and shipment of millions of small precision parts to the producers of automotive and other original equipment engine builders presents a complex packaging problem. This parts packaging is further involved by the fact that many customers specify the manner in which they want their material packaged.

Production Control Dept.

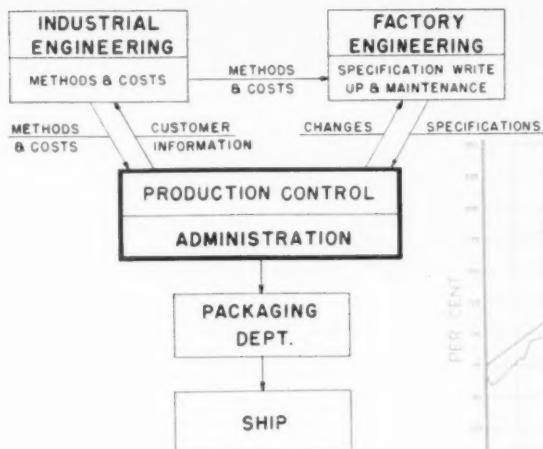
The Production Control Department is vested with the responsibility and administration of the packaging and shipping of all commodities produced in the Valve Division. Service departments assisting the Production Control Department to fulfill their function are:

- a. Factory engineering department; and
- b. Industrial engineering department.

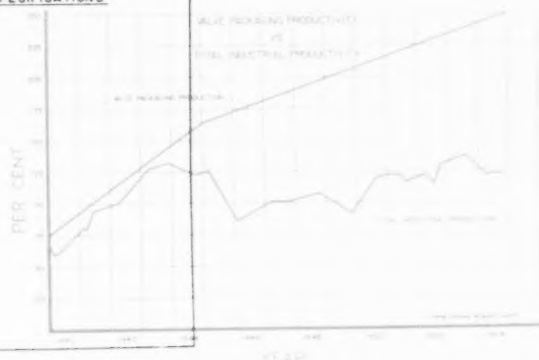
The Production Control Group obtains their information from both the Sales Department and through their direct contacts with the scheduling



PACKAGING RESPONSIBILITIES VALVE DIVISION THOMPSON PRODUCTS INC.



Left: Chart shows how packaging responsibilities are organized at Thompson Products, Inc. Messrs Newton and Cummings state that the organization has been effective in establishing an efficient packaging program. Below: relationship of valve packaging production to total industrial production over a 15 year period.



and planning groups in customers' plants. These data are then channeled to the Industrial Engineering Department which is staffed with the Packaging Engineer.

The Packaging Engineer studies the requirements and is responsible for determining the most economical means of packaging and establishing standards for the methods. The cost detail which is worked up from the methods specified is established as part of the standard cost of the commodity manufactured.

The information accumulated by the Industrial Engineering Group is relayed to the Factory Engineering Department which is charged with writing the packaging specifications and keeping them up-to-date through an interchange of information with the Production Control Department. As any changes are made in these specifications, corresponding changes are applied to the standards.

Complaints Are Loud

The Original Equipment Customers (O.E.M.), while dictating the packaging methods that are to be employed, also complain loudly when quality of the merchandise they receive is effected because of damage through handling in transit. These complaints have caused the Valve Division to initiate research for improved packaging methods. The Industrial Engineering Group has been delegated the responsibility for conducting these research programs. Any changes that are recommended, however, have to be coordinated with the O.E.M. accounts before changes are permitted.

After the Production Control Department obtains the details on the cost requirements for the

new packaging methods recommended, the data are coordinated with kindred departments in the Valve Division, (Sales, Industrial and Factory Engineering). The necessary information is then given to the foreman in charge of the packaging department, and he is charged with execution of the final requirements for packaging and shipping of the commodities.

The Packaging Specifications, which are set up and maintained by the Factory Engineering Department, list the pertinent data which are all required to comply with the O.E.M. requirements. This information is listed as follows:

1. Part number;
2. Identification of packaging materials;
3. Number of pieces per box, cartons per box, and boxes of cartons per pallet;
4. Type of preservative;
5. Sealing methods;
6. Standards; and
7. Weight.

Double faced, A-flute, corrugated board has been established as the standard material for all boxes, hole boards, and separator pads. Both regular slotted and full flap slotted containers are used. The paper used to wrap valves is a 20 lb. neutral kraft with a P.H. of 6.5 to 7.5.

A testing laboratory is available to test all packaging materials and new methods of pack. Additional tests are conducted on a use basis. A proposed method of packaging may be tested by transporting the packaged parts over long distances to determine the feasibility of incorporating a new method of packaging. Other tests are conducted by placing a carton on a truck and

(Continued on Page 34)

NEW PRODUCTS IDEAS SERVICES

Tying Machine

Featuring an automatic twist-tie, the new Speed-Flo Model 1200 Portable, Semi-Automatic Tying Machine is engineered to meet heavy-duty production standards. This machine is made by Inland Wire Products Co.

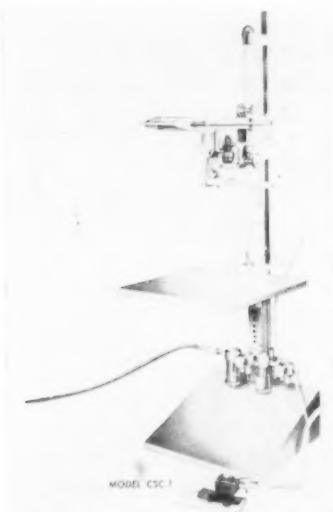


Operation of the machine is said to be so simple that it requires only a few minutes of instruction. The tying head can be conveyor mounted. As many as 20 ties per minute can be made, the company stated. The machine is available on either an outright sale basis or on a rental basis.

Check #51 on card facing Page 6.

Carton Stapler

Tops and bottoms of corrugated and fibreboard boxes can now be stapled after they have been packed by means of the Model CSC-1 "Tap-Touch" stapler just introduced by Container Stapling Corporation.



Flat cartons can be "set-up" using the carton stop member as a post.

Equipped with one stapling head and air-operated with fully pneumatic controls, the model has no electrical connections, relays, solenoids or micro-switches. The machine comes fully equipped with air filters, regulators, lubricators and gauges. The only connection necessary is to a supply of compressed air at a minimum of 60 psi.

Check #52 on card facing Page 6.

For Small Shipments

Consolidation of small shipments is permitting substantial savings for patrons of Natco Shippers Service, Inc., a new firm organized recently by National Carloading Corporation.

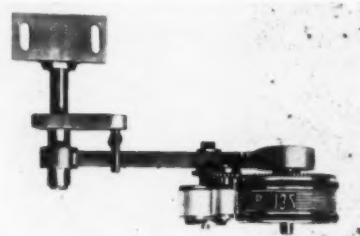
Providing the usual speed of all National shipments, this service operates to points throughout California, Oregon and Washington and to many points in Arizona and Utah. Shippers simply consolidate all packages weighing 20 to 70 pounds into a master

shipment consigned to the proper Natco distribution office. A simple bill of lading and a manifest are prepared. Shipments may be sent either prepaid or collect. Natco's charge for handling is 40c to 50c per package. National Carloading's freight charges are pro-rated and local truck handling is at the rates established by the respective Public Service Commissions.

Check #53 on card facing Page 6.

Conveyor Line Marker

Names, coding or dating can be imprinted automatically on boxes, cartons and other objects as they pass at conveyor line speeds by means of the new 2-ARC Series Marker just introduced by Kregel Mfg. Co.



Quick-change rubber type legends or designs up to 4" high and 15" long

(Continued on Page 18)

NEWS - PROMOTIONS

of companies and associations

ALLEN HOLLANDER COMPANY has appointed Paul I. Rogers as a consultant and technical advisor, it was announced by president S. Allen Hollander. Rogers' task is the installation of a high-speed multi-color rotogravure department for the printing of labels.

Charles J. Zusi, formerly president of Container Laboratories, Inc., has established an independent packaging consultant firm in Evanston, Ill.

ROBERT GAIR COMPANY has acquired a nine-acre site in Grand Rapids, Mich., for the erection of a carton plant which will house a branch of its American Coating Mills Division.

PACIFIC INTERMOUNTAIN EXPRESS COMPANY announced that three new terminals at Elko, Nev., Missoula, Mont., and Monticello, Utah are nearing completion.

CONTAINER LABORATORIES, INC. has formed a Philadelphia branch by acquiring the facilities and equipment of Packaging Service Company, formerly owned by Pennsylvania Box and Lumber Co.



E. E. Janda, on the New York division staff for 12 years, will be branch manager. **Philip S. Langey**, formerly with Packaging Service, will be laboratory supervisor and **J. W. Andrew** will serve as field engineer.

GARFIELD LINN & CO. has expanded its staff in order to give its clients a more diversified advertising

(Continued on Page 31)

Scale models and simulated full size 7½ ton coils of tin plate played an important role in unique session of steel and paper industry representatives held recently at Thilmany Pulp and Paper Company's plant. Shown examining one of coil wrapping methods are D. G. MacDonald of Thilmany's research division, Dr. M. L. Downs, technical director and Tom Petty, packaging engineer for United States Steel Corporation.



Steel Companies Meet With Paper & Strapping Cos. To Find New Pack For Tin Plate Now Made Differently

"SEVERAL HEADS ARE BETTER THAN ONE." This old adage was given a practical test recently at a conference of representatives of two major industries and allied suppliers who were confronted with a mutual problem. There is nothing new in meetings of associations or societies to discuss industry-wide policies or practices of a general nature; what made this particular session unique is that it brought together two entirely different kinds of industries to discuss specifics rather than generalities.

Shipments of tin plate require extremely critical protection from moisture-vapor transmission and abrasion, plus all of the normal protective requirements. Presently tin plate is being shipped to can processors in flat sheets which can be readily palletized, wrapped and handled with usual methods and equipment. Changes in can manufacturing methods, however, pose a more complex handling and wrapping problem. Revised methods require the shipment of the tin plate in coils, rather than sheets, with weights as high as 7½ tons for each individual coil. Thus, the problem is mutually shared by the steel companies which manufacture the tin plate and the paper companies whose products must protect the costly huge coils while in shipment to can manufacturers.

In an effort to solve the complex problem tech-



Assembled in front of Thilmany's building are some of representatives of steel companies, steel strapping and skid producers, and members of A.I.S.I. Shipping and Methods Committee. Fifth from left in front row is committee chairman P. B. Wysor.

nicians and packaging engineers from both the steel and paper industries met recently for a "brainstorming" session at Thilmany Pulp and Paper Company's Research Laboratory at Kaukauna, Wisconsin. The meeting was conducted by the Shipping and Methods Committee of the American Iron & Steel Institute. Mr. P. B. Wysor, Chairman of the committee, also chaired this meeting. The purpose of the meeting was to develop a round-table exchange of ideas among the steel men confronted with the problem. By this united approach, it was hoped that substantial losses in development, time and material wastage by individual companies could be avoided.

Every aspect of the problem was considered in the day's discussion, including skid methods, steel strapping, handling and wrapping. Properties of all existing protective wrappings including asphalted krafts, waxed and latex laminated krafts, polyethylene treated krafts, and various

(Continued on Page 35)

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B&O Time-Saver Service is *always* kind to less-than-carload freight. In addition, it offers LCL shippers outstanding dependability and fast schedules. Yes, you can be *sure* when you ship via B&O.



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... for more details check #12 on HELP-O-GRAM card.

New Products

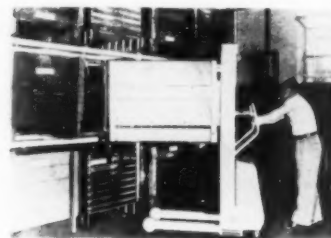
(Continued from Page 16)

are employed. Inking and distribution rollers together with the marking roller are actuated entirely by the passing object. Positioning is identical with each object. This machine can mark on sides, tops or bottoms.

Check #54 on card facing Page 6.

Portable Lift

Manually propelled by one man, the 1,000-pound-capacity telescoping portable lift, introduced by Oster Manufacturing Company, can be used as a straddle fork truck, a portable elevator or a shop crane.



The unit features a battery powered full lift of 112". Its collapsed height is low enough for operation in rail cars and highway trucks, elevators, under balconies and in other low headroom areas. The push-button control station is connected by a retractable cord permitting control of the lift from any position around the unit or from the lift itself when it is used as a portable elevator.

Check #55 on card facing Page 6.

Barrier Material

Mid-States Gummed Paper Co. has announced the introduction of a new grease-proofed and waterproof self-adhering barrier material known as Green Core Super Cloth Rap.

Designed to meet military specifications, this material is composed of cloth, greaseproof film and compounded microcrystalline wax. Laboratory tests revealed that the Cloth Rap resists penetration of grease and water for at least 24 hours and that it does not block, rupture or delaminate at 118 degrees Fahrenheit. When specified, it can be supplied in recessed end fibreboard drums.

Check #56 on card facing Page 6.

Colored Tape Stock

Five standard colors have been added by American Sisalkraft Corporation to the reinforced sealing tape stock they offer the gummed paper

(Continued on Page 30)



COMBINED WITH

**shipping
MANAGEMENT**

and *The Air Shipper*

Rates ★ Tariffs ★ Commodities

● THE SCHEDULED AIRLINES WHICH FLY between South America and Europe began a meeting in Buenos Aires on Nov. 6 to work out recommendations to governments for cargo rates and passenger fares over the South Atlantic for the 1957-58 year. The meeting is under the auspices of the International Air Transport Association. The airlines are reviewing the existing rates and fares agreements, which expire on March 31, 1957. Recommendations for new tariffs would be applicable as of April 1, 1957.

● NEW COMMODITY RATES, RECENTLY AGREED ON by North Atlantic airlines should create between seven and 10 millions of pounds of new traffic during 1957, Arthur V. Norden, executive vice-president, Seaboard & Western Airlines, told the New York Society of Security Analysts. He urged an education program to take advantage of the untapped potential in transatlantic cargo traffic directed to shippers, industrial management, the marketing and merchandising trades. He said in part: "Money saved is money made. Most business travel today is accomplished by air because of the time saved. The principle is equally applicable to the movement of merchandise."

On Latest Manifests

● EUROPEAN SPORTS CARS are a growing item on westbound transatlantic freight manifests of Sabena Belgian World Airlines. Major categories of commodities include machinery, chemicals, electrical equipment and textiles. Also an important revenue source has been the carriage of animals, including horses and breeding bulls. An airconditioned compartment in the modified DC-6A insures safe transport of baby chicks, hatching eggs, plant bulbs and perishables.



▲ STEWARDESS LOUISE WINKEL WAVES from one of three German BMW Isetta motor cars just unloaded from a KLM Royal Dutch Airlines freight transport which carried autos, spare parts and six tons of general cargo, including textiles, machinery, cameras, watches across the ocean.



▲ MORE THAN 1,800 LBS. OF MOVIE FILM are checked aboard a Beirut-bound plane at New York's International Airport. The film is part of the millions of feet shipped to Europe and the Orient each month by Air Express International Corp. for the two largest U. S. film manufacturers.

Routes ★ Services ★ Schedules

● A SERVICE FOR DISSEMINATING INFORMATION on facilities for air shipments throughout the world has been started by **Mercury Air Freight Division** of Mercury Service Systems, Inc., at N. Y. International Airport. Through personal, written, or telephone (OLympic 6-5400) inquiry, shippers may receive door-to-door cargo itineraries and other air-shipping data at no charge. Without endorsing any specific facilities, information is supplied on airlines, areas served, pickup and delivery deadlines, air freight ground carrier services, liability, insurance, necessary documents. (Mercury Air Freight Division is the official cartage agent in New York for 17 airlines.)

● TWO-WAY MOBILE RADIO EQUIPMENT will be installed by **Emery Air Freight Corporation** in its trucks in the metropolitan New York area. It will provide prompt contact between drivers and dispatchers. Both local and out-of-town shippers will benefit by this innovation, as radio instructions to drivers will speed pickups in the New York area, and exact time of delivery and signature of consignee will be instantly available to inland shippers. The equipment is the new General Electric Progress Line in the 450-470 megacycle (Citizens) Band.

● AIR-FREIGHT ADVANTAGES AVAILABLE to U. S. industry in more than 300 cities are outlined in a report entitled 'Workhorses With Wings', just released by **American Airlines** (copies from freight division, 160 Park Ave., New York 17).

A LIST OF ADVANTAGES, based on a survey of shippers includes: reduction of inventory, new sales through improved retailer relations, easier shipping, cheaper and more efficient distribution. Implementing these advantages, AA offers a distribution consultant service to industrial management. The report reveals that the airline plans to increase its cargo lift capacity in 1957 by nearly 224,000 lbs. daily.

● TWO ROUND TRIPS A WEEK between New York, London and Frankfurt are now operated with Super Constellation freighters by **Seaboard & Western Airlines**. The 18-ton cargo planes depart New York's International Airport at midnight Mondays and Fridays, increasing the operator's capacity by 33%. Monday flights stop at Shannon and London before reaching Frankfurt, also ma-

king flag stops at Gander, Glasgow, Brussels and Dusseldorf. The Friday night trip to Frankfurt also stops at Shannon and London, with Gander, Glasgow and Brussels as flag stops. Westbound, Super Constellations depart Frankfurt's Rhein-Main airport at 6 p.m. Wednesdays to reach New York on Thursdays at 10 a.m., and on Sundays at 8 a.m. for the same-day arrival at Idlewild at 11:45 p.m. (The scheduled S&WA all-cargo service also includes four DC-4 flights, providing a total of six transatlantic flights weekly in each direction and operating daily from Monday through Saturday.)

● AUTHORIZATION TO OPERATE ROUTES to New York and San Francisco has been granted by the Argentine Government to **Transcontinental Airlines, S. A.**, formerly Condor Empresa Aerea. Also allowed to fly over domestic routes, the privately owned company will buy five Lockheed Super Constellations for its international services.

Aviation Press Features Service

● A SECOND MODIFIED PASSENGER/CARGO DC-6A plane was placed into service last week by **Sabena Belgian World Airlines**. With extra-large loading doors to admit bulkier shipments, the aircraft is capable of payloads of up to 9,000 lbs. of freight plus 38 passengers. The plane will depart from New York on Saturdays at 11 a.m. The flight augments Sabena's initial DC-6A passenger/cargo flight introduced two years ago and which is continuing to leave New York Thursdays at 3 p.m. Brussels is the destination of both flights, Saturday via Shannon, Thursday via Manchester.

● EFFECTIVE DEC. 1, THE DAILY Super-G Constellation service of **Avianca** (Colombian National Airways) from New York to Jamaica will be increased to nine flights a week. They will be nonstop daylight flights. All flights depart N. Y. International Airport at 10 a.m. and arrive on the island in less than six hours. The flights continue on to Barranquilla and Bogota.

A WHOLLY-OWNED SUBSIDIARY of Avianca within Colombia, **Aerotaxi**, operates to more than 60 cities in that country. Few roads connect the major population centers and in most cases slow river boat is the only means of surface transportation. Aerotaxi reduces travel time between some towns from days to hours. It is ideal for supplying ranchers in remote areas.

PAYLOAD & The Air Shipper is published twice a month - once as a section of Shipping Management and again as a separate newsletter from SM. Lucien Zacharoff, Editor and General Manager. Address news and editorial communications intended for Payload to G.P.O. Box 775, Brooklyn 1, N.Y.; telephone ULster 5-2243. All other business communications should be sent to Shipping Management magazine, 425 Fourth Ave., New York 16, N.Y.; telephone MUrray Hill 3-6280-1.

Financial Intelligence

• **A NEW HIGH IN NET INCOME** for the third 1956 quarter of \$145,874, equal to 22¢ per common share, was reported last week by **Emery Air Freight Corporation**. This compares with \$111,276 or 17¢ a share in the corresponding period of 1955, adjusted to reflect the two-for-one stock split in July. Revenue rose to \$2,345,626 (it was \$1,961,944 in the third quarter of 1955). Net income for the nine months ended Sept. 30, 1956, was \$361,639, equal to 54¢ per common share — a gain of 50% over the same 1955 period. The nine months' revenue was \$6,481,078 as against \$5,159,245 in the 1955 period. In a letter to stockholders, President John C. Emery said: "The outlook for the fourth quarter is good, and a continuance of growth in revenue and earnings is expected."

• **THE REGULAR QUARTERLY DIVIDEND** of 37½¢ per common share, payable Dec. 15 to stockholders of record Nov. 16, was declared by the board of directors of **United Air Lines**. The directors also approved placement of an order for 250 airborne proximity indicators to equip the entire UAL fleet at a cost of approximately \$1,750,000.

NEW EARNINGS RECORDS WERE SET by United in the third quarter and the first nine months of 1956. Third quarter net earnings, after taxes and including the sale of aircraft, amounted to \$6,124,960, equal to \$1.90 a share of common stock outstanding. Earnings for the first nine months, after taxes and also including the sale of aircraft, reached \$11,385,844 or \$3.54 a share. Operating revenues for the quarter and for the nine months increased respectively 9 and 12% from the corresponding 1955 figures.

• **GROSS OPERATING REVENUE** for the 1956 fiscal year at **The Flying Tiger Line**, as released in the new annual report, was \$21,931,320, a gain of \$6,568,031 over the preceding fiscal year. Other highlights of the company's operations during 1956 are set forth below, with a comparable 1955 figure appearing second: domestic freight revenues — \$8,664,714, \$6,028,516; net income (or loss) and special items — \$2,975,771, \$400,188; net worth per common share — \$10.57, \$6.93; ton miles domestic freight — 49,648,556, 36,890,469; total assets — \$17,701,128, \$17,382,258.

IN OCTOBER, FREIGHT REVENUES of FTL exceeded the million-dollar mark for the first time, the annual meeting of stockholders was told last week by President Robert W. Prescott. The board

of directors has declared the semi-annual dividend of 25¢ a share on the 5% preferred stock, Series A, payable Dec. 17 to stockholders of record Nov. 1.

• **NET EARNINGS** OF \$15,761,000, exclusive of profit on sale of aircraft, have been reported by **American Airlines** for the nine months ended Sept. 30. This is equivalent, after preferred dividends, to \$1.98 a share on the average number of shares of common stock outstanding during the period. In addition, there was a profit (net of tax) of \$1,317,000 from sale of aircraft; including this profit, total earnings aggregated \$2.15 a share of common stock. Revenues for the first nine months of 1956 were \$217,281,000, a gain of 11.5% over those during the like period of 1955. The company's revenues for the nine 1956 months were from: passengers, \$195,443,290; freight and express, \$14,036,100; mail, \$4,947,025; others, \$2,854,270.

THE AA BOARD OF DIRECTORS has declared the regular quarterly dividend of \$.875 a share on the corporation's 4½% cumulative convertible preferred stock, payable Dec. 1 to stockholders of record at the close of business Nov. 15. It has also declared a dividend of 25¢ a share on the \$1 par value common stock payable Dec. 1 to stockholders of record Nov. 15.



People & Places

• **REFLECTING PANAMA'S GROWING IMPORTANCE** as an air-cargo distribution point for Pan American World Airways is the appointment, effective as of Nov. 1, of **Sydney R. Chichester** as district traffic and sales manager at Colon. A cargo specialist with PAA for nearly 14 years, he was during the last nine months cargo sales superintendent for the Latin American Division. • **James Montgomery** has been named by PAA to the newly-created position of director—sales development.

• **APPOINTED INTERLINE AND AGENCY** sales manager of the Japan Air Lines San Francisco district office: **Robert J. McCabe**. Named commercial sales manager: **John H. Williams**.

• **ELECTED CHAIRMAN** of the National Foreign Trade Council, to begin serving on Jan. 1: **George W. Wolf**, president, United States Steel Export Company.

Air Waybills Must Be Presented To Customs Under New Procedure

• A PROCEDURE DESIGNED TO IMPROVE export-control clearance of U. S. goods shipped by air has been announced by the Bureau of Foreign Commerce. Effective Nov. 26, the new procedure requires air carriers to present a copy of the air waybill covering the related shipment to the U. S. Collector of Customs at the same time the shipper's export declaration is presented for authentication. It applies only to air cargo other than air mail or air parcel post, and only to those commodities subject to antidiversion notice requirements.

UNDER BFC'S ANTIDIVERSION NOTICE regulations, all export documents covering commodities shipped under validated license must bear an endorsement identifying the importing country or countries and stating that unauthorized diversion to any other country is prohibited by U. S. law. These regulations also apply to U. S. goods on BFC's positive list of commodities shipped under general license, except for direct shipments under general license to Latin American countries. Their purpose is to warn foreign importers, freight forwarders, and other concerns handling U. S. exports against transshipping U. S. strategic goods to unauthorized destinations.

THE NEW PROCEDURE WILL GIVE the customs collector an opportunity to assure that the waybill and the shipper's export declaration conform as to the antidiversion notice, commodity description, shipper, ultimate consignee, and destination. Only one copy of the waybill need be presented to the collector. However, when several shipments are consolidated into one, the waybill for each individual shipment must be presented by the consolidator (indirect carrier).

Aviation Press Features Service

Traffic Statistics

• FREIGHT TON MILES over The Flying Tiger Line for the July-August-September quarter: 16,321,325, a gain of 17% over the same 1955 period.

• CARGO TON MILES IN SEPTEMBER over Trans World Airlines: domestic freight - 2,184,889, express - 897,206, mail - 927,117; international mail - 799,310, freight - 820,265.

• SEPTEMBER CARGO TRAFFIC, IN LBS., through leading airports — Four New York region air-

Movie Makers Abroad and Tourists Clamor for Airborne Film from U. S.

• HOLLYWOOD PRODUCERS OPERATING ABROAD and our tourists are using up millions of feet of film monthly, reports AEI Vice-President Alvin B. Beck, adding: "Almost all of this traffic is now eastbound. Several years ago, we had a large volume in both directions - raw film being sent to Europe, the Middle and Far East and the exposed film back into this country for processing. Today, however, most foreign countries have their own processing plants and the return film shipments have slackened off. What we have lost here, we have made up on the shipment of processing chemicals from the U. S. to Europe and the Orient." Rome, London and Paris are the three largest receivers of American movie film, averaging a total of five tons a month. They are followed in volume by Beirut, Brussels, Geneva, Milan, Stockholm, Copenhagen, Havana, Caracas, Singapore, Tokyo, Hong Kong, and Manila.

SPEED IS ESSENTIAL TO THE DELIVERY of film and photo chemicals; much of this material must be at destination within 24 hours. Special precautions are often required. Thus, emulsifiers must be packed in nickel-plated containers to prevent chemical reactions that would spoil them. Both color film and emulsifiers must also be surrounded by dry ice to keep them cool. Also, containers must be kept from spilling or tearing open, or from proximity to any radioactive matter, such as radium or X-ray.

ports (La Guardia, N.Y. International, Newark, Teterboro): scheduled domestic freight - 19,741,400, express - 4,541,400, air mail - 4,146,400, first-class mail - 1,501,700; scheduled overseas freight - 4,554,800, mail - 1,453,200; non-scheduled freight - 825,100; helicopter (August) freight and express - 447,800, mail - 137,000. Seattle-Tacoma International Airport: freight - 2,887,304, express - 254,063, air mail - 1,432,765, first-class mail - 168,937.

• IN THE FIRST NINE MONTHS OF 1956, the cargo traffic of Sabena Belgian World Airlines showed a rise of 60% over the corresponding period of 1955. Freight business to Africa increased by 80% in the same nine months, an average of two days being required for a shipment to Johannesburg.

Traffic Tower

WOMEN'S TRAFFIC & TRANSPORTATION CLUB of Baltimore will hold its annual party on November 19 at the Alcazar Hotel. Dorothy Burns is directing arrangements.

AMERICAN SMELTING & REFINING COMPANY has appointed Norman S. Lowndes as assistant TM, it was announced by Frank L. Marwin, TM. Lowndes previously served as chief rate clerk in the New York office.



CAPT. JOHNSON

N. S. LOWNDES

Capt. Willard C. Johnson is the first Navy officer to be assigned to the newly established Military Traffic Management Agency, it was announced by Brig. Gen. E. C. R. Lasher, executive director. The agency was established last July to bring under a single wing the management responsibility for all commercial freight transportation used by all branches of the armed forces in the continental U. S. Previously Johnson was staff director for transportation in the office of the Assistant Secretary of Defense.

TRENTON, N. J. CHAPTER 38, Delta Nu Alpha Transportation Fraternity, was addressed by Robert E. Crowley, director of traffic, Colgate-Palmolive-Peet Co., at its last meeting September 27. His topic was: "The Relationship Between the Traffic and Sales Departments." Ross McNeil presided. Bob Kinsley arranged the program.

NATIONAL BISCUIT COMPANY has announced the appointment of John Hart as vice president for Traffic. Hart has served with the company for 45 years and previously was general traffic manager.

LAWRENCE COUNTY TRAFFIC CLUB of Pennsylvania recently elected William Shaw of Railway Express Agency as its president for the coming year. Other new officers are: Robert Kelly, vice-president; Gerald Halen, treasurer; Arthur Walters, recording secretary; Gerald Mooney, membership secretary, Robert Loudon,

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ROME
ATHENS
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**CARGO RESERVATIONS AT YOUR AGENT OR
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Biggest PLUS in AIRFREIGHT

Size or Weight are no problem,
they are easily handled when you...



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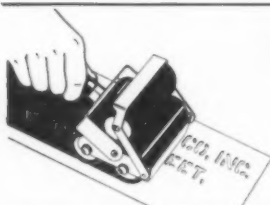
SWISSAIR Cargo

THE FASTEST DIRECT ROUTE TO EUROPE AND THE MIDDLE EAST. ALL CARGO FLIGHTS WEDNESDAY AND SUNDAY... CARGO SPACE AVAILABLE ON FIVE OTHER FLIGHTS PER WEEK. DC-7C FLIGHTS START DECEMBER 22.

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THE

NEW

UNIVERSAL
ROLL-A-STENCIL
TRADE MARK

PATENT PENDING

NOW YOU CAN HAVE THE PERFECT COMBINATION OF LARGE EASY TO READ STENCIL MARKING AND LIGHT-NING-FAST APPLICATION DIRECTLY TO SHIPPING CONTAINER!

DESIGNED for faster stenciling on corrugated cartons, smooth wood boxes and all other smooth porous surfaces.



• **TWIN ROLLERS**
smoothly roll on perfect impressions in one rapid stroke **3 TIMES FASTER** than brushing or spraying

• **ADVANCED DESIGN**
with self contained ink roller holds enough ink to stencil 500 to 1000 impressions on one inking.

• **LIGHT-WEIGHT**
Convenient to carry around.

• **"ROLL-A-STENCIL" INK** now available in colors.

Shipping departments welcome this completely new and faster method. Order your set today on a money back guarantee. Set shown includes pint can of black ink and pouring spout. **\$10.50 plus postage**

THE
Ideal
TRADE MARK



THE ★ STAR MARKER ★
TRADE MARK



• America's first and finest Fountain Stencil Brush

• Use for stenciling rough or uneven surfaces - crate wood, burlap, cloth, concrete, etc. and all general purpose stenciling.

• Sturdy, all brass machined parts.

An indispensable felt tip fountain marker for all purpose marking on any surface.

Use for:
★ Marking Shipments
★ Marking stock
★ Printing notices
★ marking on metal, glass, plastics, etc.

Write today for complete catalog and literature on these time tested products.

UNIVERSAL FOUNTAIN BRUSH CO., St. Petersburg, Florida

... for more details check #15 on HELP-O-GRAM card.

Carl Saeger and Donald Bartlett, directors; and Durward A. Newhard, publicity chairman.

TRAFFIC CLUB OF GREATER MIAMI has elected James O. McCall of National Carloading Corporation as its president for the 1956-57 term.

Harold J. Blaine, vice president and general TM of Lyon Van & Storage Co. in Los Angeles, has been appointed to the Transportation and Communication Committee of the U. S. Chamber of Commerce. The committee will convene November 29 at Nassau, Bahamas to act on the Chamber's transportation policies and plans.

NEWARK (N.J.) CHAPTER 39, of Delta Nu Alpha Transportation Fraternity, heard a talk on "Rate Procedure" at its meeting October 22. Joseph Sikora, freight TM of Delaware, Lackawanna & Western Railroad, was the speaker.

The "Freight Payment Plan for Shippers" will be discussed by Daniel T. McMahon, assistant treasurer, Chase Manhattan Bank, at a meeting on November 13 of the Bronx Chapter No. 64, Delta Nu Alpha Fraternity.

AMERICAN TOBACCO COMPANY has appointed J. H. Hayghe and J. P. Lonergan as assistant directors of traffic. They will work in New York under traffic director Thomas P. Connors.

North Bay Women's Traffic Club of California held its first installation of officers recently. Those installed were: Margaret A. Bixby, president; Marian E. Mullen, and Mary A. Martin, vice presidents; and Ethel Mullens, treasurer.

METROPOLITAN TRAFFIC ASSOCIATION of New York opened its Fall season September 13 at the Hotel Commodore with the installation of its officers.

WORTHINGTON CORPORATION has made several changes in its traffic organization, it was announced by J. J. Summersby, vice president for purchases and traffic. The old General Traffic Department with Ralph A. Travisano as manager, has been re-named the Export Traffic Department. Domestic transportation matters will be handled by a separate staff. Charles J. Ratzel, previously TM of the Compressor and Engine Division, was promoted to the position of domestic TM.

D-7 carpac

A NEW CONCEPT IN PACKAGING CLOSURE SECURITY

**OUT-STRIPS ALL OTHER
TAPES IN • STRENGTH
• ECONOMY
• EFFICIENCY**

**PROVEN BY EXTENSIVE TESTS
AT INDEPENDENT LABORATORIES**

SUPER-STRENGTH

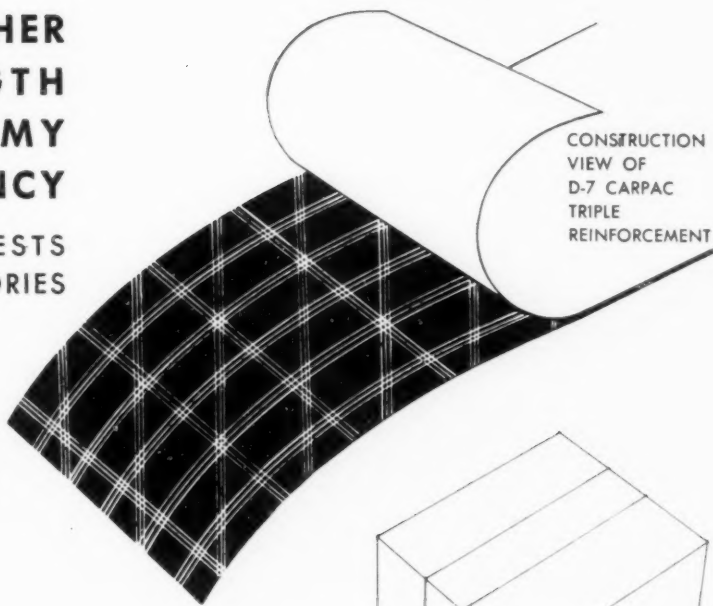
One-strip D-7 Carpac's scientifically devised glass fibre triple reinforcements along the length and across the tape in a two-way diamond pattern results in amazing, "never-before" strength.

CUTS LABOR and CONSUMPTION COSTS

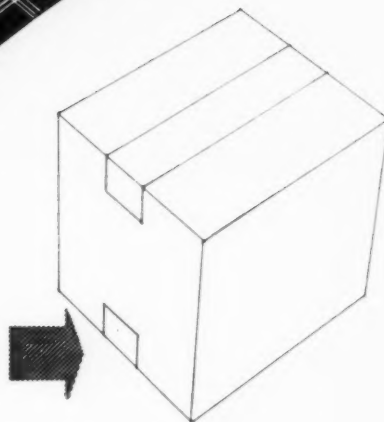
D-7 Carpac's one-strip sealing method assures packaging security with only $\frac{1}{3}$ or $\frac{1}{2}$ the amount of tape usually required. Additional labor saving is attained by far faster application through best quality animal glues.

INCREASED EFFICIENCY

D-7 Carpac adheres instantly, is more flexible, moisture resistant and non-curling. Despite its closure strength, cartons sealed with D-7 Carpac can be opened easily without exertion or danger of damaging contents.



**TRIPLE REINFORCED
ONE-STRIP SEALING
TAPE SEALS FOR SURE**



FULLY APPROVED FOR ALL TYPES OF SHIPPING
... and by the Official Classification Committee for
Rail Shipment under rule 41.

*write for
free sample*

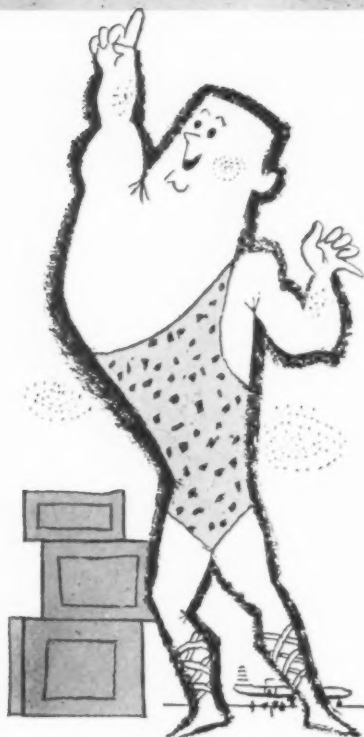
ATLANTIC GUMMED PAPER CORPORATION
1 MAIN STREET • BROOKLYN 1, N.Y.

BRANCH OFFICES: PHILADELPHIA • PITTSBURGH • CHICAGO • BUFFALO • BOSTON • HAVANA

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SLICK

sels new
airfreight
record!



RECORD SERVICE RESULTS IN RECORD TONNAGE

Growing by leaps and bounds . . . a new record for the Los Angeles area . . . 93,000 lbs. of cargo landed in 5½ hours, 116,000 lbs. in 16 hours.

HOW COME?

- superior service at rock bottom rates
- largest fleet of modern all-cargo planes
- more interline agreements than any other cargo line
- now 27 stations including newly opened Louisville
- lowest minimum in industry . . . only \$1.00
- rates competitive with surface rates . . . recently reduced 15% to 58%

SLICK airways inc.

World Headquarters:

3000 N. Clybourn Ave., Burbank, Calif.
Domestic and International Air Cargo • Airmail •
Air Express • Overseas passenger Charter

CERTIFICATED SCHEDULED AIR CARRIER • MEMBER ATA

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Book Reviews

Under the main title of "Trucking Industry Careers," a set of three booklets has been issued by the National Committee on Education, American Trucking Associations, Inc. These booklets can be helpful to educational institutions as well as to people within the trucking industry wishing to get ahead and to those outside contemplating whether to come in.

Transportation Courses

The first booklet, titled, "Transportation Courses in U. S. Colleges and Universities," lists 300 colleges which offer courses in traffic management, transportation, motor transportation and highway engineering. The second booklet, entitled, "Scholarship Programs of Motor Carriers and Allied Companies," lists trucking companies and associations that had scholarship programs as of last June, the amount of such grants, fields of study and colleges. The booklet asserts that a total of \$164,900 was donated by the industry last June in scholarship grants. This represented a four-fold increase since July, 1954 when the last count was taken.

The last of the set is called "Opportunities in the Industry." It contains a summary of age and health requirements for truck drivers, employee wage scales, and salary ranges for various types of executive positions. Complete courses of study are outlined in such fields as traffic, sales, technical operations, maintenance engineering and claims. This booklet also contains a list of affiliated ATA associations throughout the country with their addresses.

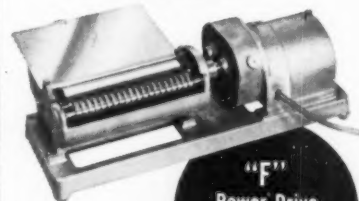
Techniques of Management

Proper organization of top management is treated in a new "how-to-do-it" book, entitled "Management in Action," by Lawrence A. Appley and published by the American Management Association. The emphasis is on how to manage, and the author has applied the experience of the operating executive and the knowledge and insight of the social scientist to arrive at answers that are significant to everyone who "gets things done through people."

As president of AMA, Mr. Appley is in a position to comment on management methods and manners. Each section of the book gives practical suggestions on the character and spirit of an organization, leadership, communication, and, broadly, the tools and techniques of management.

labeling faster
shipping IS cheaper
mailing cleaner

WITH
King
GLUERS



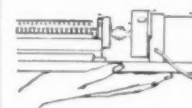
"F"
Power Drive
Fast, rugged, efficient.
Real value.



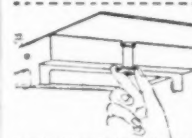
"F"
Hand Drive
A fine, dependable,
low-priced unit.



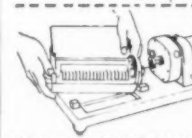
and many others
from 6
to 60 inches



true
portability



positive
control



easiest
cleaning

King Gluers are saving man-hours every day for thousands of users—and speeding up output. Taps for all manual production labeling — short runs, all-day runs, intermittent use, variety runs. Switch jobs or locations quickly.

Send now for information and prices. Or send us your special problems. King has a gluer for every need. Full line of all-over, strip and marginal machines.

King Sales and Engineering Company

441 Folsom Street — San Francisco, Calif.

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LISTEN, MR. T. M.

DESPITE THE ENLARGEMENT of traffic departments in recent years due to the myriad of problems directly or indirectly connected with the transport and movement of materials, the primary factor behind it all is the actual cost, in dollars and cents, of transportation. By the simple formula of ratio it is obvious that if transportation costs are directly connected to weight then in the jargon of a traffic manager weight equals dollars. To a traffic manager shipping material FOB destination the term 100 pounds becomes, in his mind, dollars spent.

No one in his right mind would think of throwing away money. However, many traffic departments do just that because of a loose control on the weight of the products which they are shipping. Many concerns, for example, round off the weight of their standard shipping units to the nearest pound. For all practical purposes this seems to be the logical thing to do because it means dealing in odd pounds and ounces. A case of material actually weighing 15 pounds 9 ounces is usually declared as 16 pounds.

In parcel post shipments and others which go only by the individual piece it would be perfectly alright to declare this as sixteen pounds. However, if ten of these cases were shipped via truck and declared at 16 pounds per case the shipping weight and the rate upon which the transportation charge would be assessed would be 160 pounds. In effect, if the actual weight were declared for each case the shipping weight would be approximately 155 pounds or five pounds less.

It is very significant to realize

that the cost per pound on truck or rail shipments can be in some instances as high as 11c so that in the example which we have just cited, the person paying the transportation charge would be overpaying 55c for that particular shipment. Unfortunately these instances are very rarely brought to light and it is only the efforts of an astute traffic manager or an astute receiving division that can expose them. As the weight of the shipment increases the amount of money which is spent needlessly increases in direct proportion.

From \$50 to \$150

We have seen examples of large volume shipments as well as carload shipments where amounts varying from \$50 to \$150 have been saved because the person in charge of the shipment has been cautious enough to declare the material at its

actual weight.

We would like to suggest to all who read this column a simple test. For a given period of time, actually weigh the material which you are receiving and compare the total with that declared on the freight bills. We would be willing to guess that in 95% of the cases there is a difference between the actual weight received and the weight billed. By the same token we would suggest a review on the part of shippers to determine whether the weights being forwarded are realistic or whether they are even numbered weights used for the convenience of computing the totals on the bills of lading.

It is obvious that by breaking down multiple weights into fractions of pounds the work load will be increased on the part of

(Continued on Page 31)

Wirebound Box Mfrs. Assoc. Presents New Officers



John R. Miller, Jr., (center), newly elected president of the Wirebound Box Manufacturers Association, is flanked by K. P. Lane (left) and Wallace J. Pierpont (right), directors.



Forklifts Key Device

Some 10,000 pounds of meat are supported by a fork-lift just out of sight behind the cab of the truck. This is the new Mobile Reefer, designed to permit transportation of refrigerated meat from the packing house direct to the retail store without unloading the meat from its original refrigerated unit. Unlike the so-called "piggy-back" system, it does not require shipment of heavy axles and wheels.

RR Car Goes "Piggy-Back" One Better

NINETY-DAY TESTS are now being conducted by George A. Hormel & Co. of a specially adapted railroad car which allows the shipping of perishable meats under constant refrigeration from the packing plant until delivery to the local retail store and eliminates the need for multiple handling, loading and unloading of the meats while in transit.

North American Car Corporation developed the rail car which holds four mobile reefers and utilizes a locking device produced by Clark Equipment Company. This lock makes it possible for the refrigeration units to be lifted onto the railroad car and locked in place, or unlocked and unloaded, by one man operating a fork lift truck. The lock is actuated by the fork lift. When the forks are inserted, the lock opens; when the forks are withdrawn, it closes.

Close scheduling of shipments is made possible by the speed and simplicity of the loading and unloading operations. The switch engine can bring the car to the unloading area, wait only a few

minutes while the full units are taken off and empties put on for the return trip to the packing house.

Each of the four reefers is transferred from the railroad car to a waiting truck, also equipped with the locking mechanism, and delivered to a retail route. The refrigerated units are not opened from the time they leave the packing plant until the time they arrive at the retail stores.

The generator of the rail car works off the wheel when the car is in motion, providing power to turn the fans for circulation inside the refrigeration units. Refrigeration itself is provided by dry ice. Also, there is a receptacle for standby

(Continued on Page 35)

Stapler Company Uses Own "Whirly-Bird" To Move Personnel



Helicopters are being used more and more today by companies to move passengers and cargo to nearby points. The one above, a 3-place, 2500-lb., 200 H.P. Hiller Model C, was acquired recently by Fastener Corporation. Named "Miss Duo-Fast" after one of the company's products, this "whirly-bird" is employed to pick up and fly passengers to and from Chicago airports and to whiz engineers to plants in the area.

ATA Plans Sales Mgrs. Manual For Motor Freight Cos.

A NEW SALES MANAGERS MANUAL tailored for motor freight companies is being planned by the Customer Relations Council, American Trucking Association, it was announced by the council's chairman, Paul Swanson, of Spector Freight System, Inc.

The council is dedicated to the improvement of motor freight sales and service, and is made up of representatives of the management of trucking companies in all sections of the country. Mr. Swanson named Wendell Stewart, executive vice president of Webber Cartage Company, of

(Continued on Page 35)



Trucks carry vari-sized pallet loads to appropriate locations in warehouse where they must be stored until needed.



Power truck picks up pallet-load of beer cases from conveyor belt.

Power Truck Plus Conveyor Set-Up Solves Company's Packing Problem

THIS IS THE STORY of how industrial trucks are helping solve a packaging problem at the nation's largest brewery. It concerns Anheuser-Busch, which has to inventory beer in over 600 different forms. The packaging revolution in the beer (and soft drink) fields has created a complex warehousing and shipping problem.

The answer can best be seen on the second floor warehouse of the company's sprawling bottling and canning plant in downtown St. Louis—an eight-story brick building about two city blocks long and a block wide. Here, 20 fork trucks, part

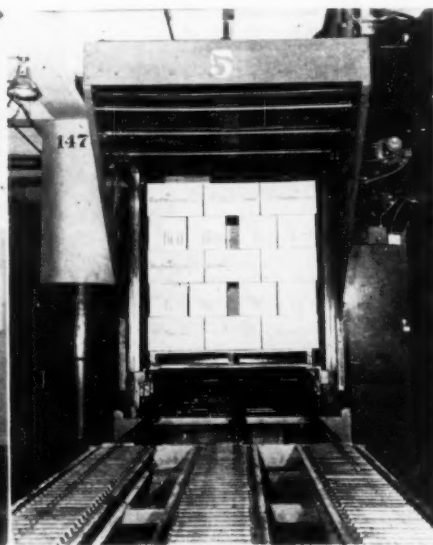
of a fleet of around 60 industrial trucks—one of the largest in the city—are in continual 24-hour use, stocking inventory and filling orders.

Anheuser-Busch's annual beer production capacity in St. Louis (they also have plants in Newark and Los Angeles) tops 5,000,000 barrels in cans and bottles, another 1,000,000 barrels-plus in draft. More than three-fourths of the packaged beer output—3¾ million barrels—passes through inventory, less than one fourth goes into direct shipment. Just six years ago, the situation was

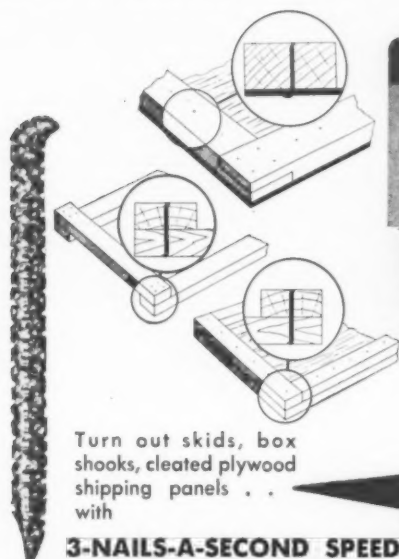
(Continued on Page 37)



Left: Power truck approaches storage area with huge pallet load. Right: Pallet load emerges from automatic palletizer. It takes two to two-and-a-half minutes to load a pallet.



SPEED PRODUCTION . . . ELIMINATE SPLITTING ON:



3-NAILS-A-SECOND SPEED

MODEL	NAILS		WORK AREA	
	Length	Gage	Height	Depth
Crusader—2	1/4 to 1"	18-19-20	9 3/4"	2 3/4"
Mercury—3	1/4 to 1 1/4"	17-18-19	9 3/4"	2 3/4"
Spartan—4	1/4 to 1 1/2"	15-16-18	35"	12 1/2"
Trojan—5	1/4 to 1 3/4"	15-16-17	14 1/2"	8 1/2"
Hercules—9	1/2 to 2 3/4"	13-15	32 1/2"	15 1/2"

Controlled depth drive; controlled countersink; makes its own nails in accurate lengths up to 2 3/4 inches.

Three types of nailing—plain, brad, clinch.

Hurricane drive eliminates splitting. Auto-Nailer nails stay put — won't back out.

NEW HERCULES — 9

AUTO-NAILER

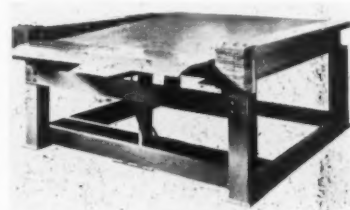
AUTO-NAILER CO., 269 Marietta St., N.W., Atlanta 13, Georgia

. . . for more details check #10 on HELP-O-GRAM card.

Write
for
free
Catalog

For Leveling Docks

Instant raising or lowering action controlled from a push button station is the major feature of two new packaged unit hydraulic dock leveling devices announced by Rowe Methods, Inc.



The new models have capacities of 10,000 and 20,000 pounds respectively. Each model also has a manual floating feature which provides a smooth, level and substantial ramp to compensate for spring deflection of the truck bed during freight transfer. The leveling device comes with a ball-bearing motor, pump, check valve, relief valve and solenoid operated release valve.

Check #59 on card facing Page 6.

New Literature

Arrow Fastener Co. has just released a brochure telling the complete story of their gun tackers. The booklet states that the tacker covers 10 times the nailing surface in the time it takes a hammer to drive a single nail. Photos and line illustrations show the tacker in actual use.

Check #60 on card facing Page 6.

Many advantages are claimed for a new roller printer in a brochure put out by Algene Marking Equipment Co. In color with ample illustration, the brochure gives the time and money-saving features of the printer, instructions on how to use it and details on type faces, inks, and other accessories.

Check #61 on card facing Page 6.

How damage and loss can be cut down in corrugated containers is told in a leaflet published by Eastern Corrugated Container Corporation. This leaflet is about Tuftedge, a reinforcement band at the flap score between the inner or outer liner and the corrugating medium.

Check #62 on card facing Page 6.

Packing A Punch

(Continued from Page 8)

Faricy concluded, "will require not only imagination to envision them, but also ingenuity to turn the visions into practical realities—just as Jim Hill and the other practical dreamers of the past turned their visions into deeds."

Check #58 on card facing Page 6.

New Products

(Continued from Page 18)

industry. The company now produces two-strip sealing tape stock with red, green, blue, yellow and white kraft on one side in both asphaltic and non-asphaltic grades.

Check #57 on card facing Page 6.

Box Car Partitioner

Introduced last month by the Evans Products Company was a new partitioning and load-locking device for box car shipments of assorted mer-

chandise of varying size and moderate weight.

Known as the Quick-Loader, this device has two bulkheads which permit dividing of the load into three sections at any one-inch location throughout the car. When not in use, the bulkheads are spring-hoisted to metal tracks overhead. One man can operate the loader, guiding bulkheads to and fro on DF-type angle tracks, dropping down partitioning sections and locking them snugly against stacked loads.

News-Promotions

(Continued from Page 16)

service. **James L. Glass**, former advertising production head of Ekco Products, has been appointed production manager; **Harold Broadhead**, designer, has joined the art department; and **Jan Marinello**, formerly with Fletcher D. Richards, Inc., has been added to the copy staff.

AMERICAN AIRLINES, INC. has elected **Samuel C. Dunlap** as vice-president for Cargo (mail-express-freight). Dunlap was one of the founders of Slick Airways which he served as vice-president and director from 1945 to 1947.



SAMUEL C. DUNLAP

Directors of **Owens-Illinois Glass Company** and **National Container Corporation** met recently to consider a merger of the two companies, it was announced jointly by **J. P. Lewis**, chairman of Owens-Illinois, and **Samuel Kipnis**, president of National Container. The Owens name will be retained for the merged company. National Container operations will be run by a subsidiary of the same name.



New plant of Mid-States.

MID-STATES GUNNED PAPER COMPANY has announced that new offices and manufacturing facilities are under construction at the plant site of its parent, **Minnesota Mining and Manufacturing Company** in Bedford Park, Ill. Mid-States' manufacturing facilities will be installed in the present 3M company plant. A modern two-story office building is be-

Cash in on these Opportunities for Men Trained in Traffic and Transportation

Business needs traffic-trained men—executives skilled in the technique of traffic and transportation. The man who knows—who is able to answer questions on how to ship, on rates, tariffs, laws and regulations—business rewards liberally.

This can spell opportunity for you, as it has for hundreds of today's traffic men who followed LaSalle's *Problem Method* of Traffic and Transportation training. LaSalle traffic training has been formulated by experienced traffic men—is recognized as an authoritative guide to traffic careers. Here's why—

You Learn By Doing

Suppose it were your privilege every day to sit in conference with an expert traffic manager. Suppose every day he were to lay before you in systematic order the various problems he is compelled to solve, and explained the principles by which he solves them. Suppose that one by one you were to work those problems out—returning to him every day for counsel and assistance.

Granted that privilege, surely your advancement would be far faster than that of the man who is compelled to pick up his knowledge



by study of theory alone.

Under the LaSalle *Problem Method* you pursue, to all intents and purposes, that identical plan. You advance by solving problems—learn by doing.

And—instead of having at your command the counsel of a single individual, one traffic expert—you have back of you the organized experience of a great business training institution.

Thus—you are trained in the solving of the very problems you must face as a traffic executive.

The training is based on texts, problem sheets, and practical material which has been compiled and reviewed by 175 of the country's leading traffic executives. Constantly it is improved—constantly it incorporates the newest and best practice.

Men just like you are advancing rapidly—earning more money with the aid of LaSalle. You can, too, and the first step is to mail this coupon—today.



Please send me your free booklet about Traffic and Transportation and your Training.

Name

Address

City & Zone State

LASALLE EXTENSION UNIVERSITY

DEPT. 1197T A CORRESPONDENCE INSTITUTION CHICAGO 5, ILL.

... for more details check #3 on HELP-O-GRAM card.

ing erected and will be ready for occupancy by the end of the year.

NATIONAL FIBRE CAN & TUBE ASSOCIATION held a three-day meeting last month at Hershey, Pa.

"LISTEN MR."

(Continued from Page 27)

the billing clerk or the persons making out the bills of lading. However, by the same token the savings which result by so doing

are well worth the effort.

If someone told you that your shipping department was throwing away 5c on every carton of material they were shipping out I am sure that you would be appalled. However, if you carefully investigate the circumstances you may find that this is exactly what is happening unless strict controls are set up to control the policies which the shippers are using.



TUNING IN



Engineers Institute Discusses Air Logistics and Industrial Defense

The role played by packaging and handling techniques in the Navy's new "Modern Air Logistics" program was explained by Commander D. G. Cone at a meeting on October 17 of the newly-formed National Institute of Packaging, Handling and Logistic Engineers in Washington, D. C.

Cdr. Cone headed a Naval officer team in outlining the new program which involved supplying

the Sixth Fleet in the Mediterranean with technical equipment and material support from the air. The Institute's first meeting on September 19 was addressed by William E. Haines, Deputy Assistant Administrator of the Business and Defense Services Administration. Speaking on the subject, "Preventing Industrial Amnesia," he told of steps being taken by hundreds of industrial corporations to insure continuity of management in the event losses were sustained through nuclear attack.

Officers of the National Institute are shown left to right: Philip L. Breakiron, treasurer; Miss Dorothy Ellett, assistant to treasurer; Thomas P. Wharton, member of Advisory Board; Harold M. Lovelace, vice president for logistics; Charles A. Lewis, chairman, program committee; William E. Haines, Deputy Assistant Administrator, Business and Defense Services Administration, who spoke at meeting; John P. Martin, corresponding secretary; Charles K. Hall, president; Raymond F. Gochnur, secretary; Jacob Friedman, membership chairman; and William E. Hughes, vice president for packaging.



Raymond F. Gochnur, secretary; Jacob Friedman, membership chairman; and William E. Hughes, vice president for packaging.

SIPMHE To Hold 1957 Exposition In October at Atlantic City, N. J.

At the conclusion of SIPMHE's 1956 show in St. Louis, President John W. McReynolds announced that the next exposition, short course and competition will be held in Atlantic City, N. J., October 28-31, 1957.

McReynolds said that Atlantic City was selected because of the larger exhibit space needed for the show, available hotel facilities and the city's proximity to important industrial centers. Hanson & Shea has been designated as management for the exposition. (A complete report on the St. Louis exposition this year will be published in the December issue of SHIPPING MANAGEMENT.)

Canadian Packaging Ass'n Schedules Workshops On Sealing Tape for This Month

Two workshop seminars on package closure methods will be sponsored this month by the Packaging Association of Canada in Toronto and Montreal. The Toronto event on November 20 will take up tapes, metal wiring, banding and cordage and ink. It will take place at the Royal York Hotel.

The seminar in Montreal at the Sheraton-

Mount Royal Hotel in November 22 will be concerned with materials-handling and tapes. Another seminar on the same date will be devoted to "Packaging Design Engineering."

Packaging Institute Elects Murphy of Esso President, Confers 1st Technical Award

A. Douglas Murphy of Esso Standard Oil Company was elected president of the Packaging Institute at its 18th annual forum in September at Cleveland. At the same time, the Institute conferred its first annual Technical Operations Committee Award on James W. Hackett, research director of Owens-Illinois.

The Institute's board of directors elected the following other officers for the 1956-57 term: Vice president and treasurer, Harold Mossdale, Jr., Package Machinery Company; vice president and chairman of Technical Operations Committee, L. H. Zahn, Ciba Pharmaceutical Products, Inc.; and vice president, Charles W. Kaufman, Kraft Foods Company.

Hackett was presented the T.O.C. Award by E. H. Balkema, retiring vice president, for having presented "the most informative paper of greatest technical value" at the forum. At the close of the three-day forum, retiring president

Herbert T. Holbrook announced that next year's forum will take place at the Hotel Statler in New York from October 28 to 30, 1957. N. W. Postweiler of Riegel Paper Corporation was appointed program chairman.

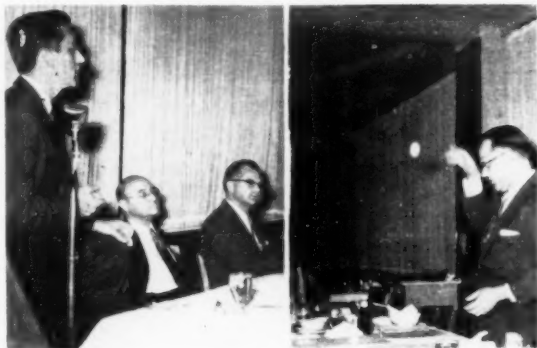
Philadelphia SIPMHE Devotes Program To Role of Plywood in Packaging

The Philadelphia Regional Division of SIPMHE will devote its next meeting on November 26 to the part which plywood can play in packaging. The program is sponsored by Atlas Plywood Corporation. It will take place at the M.L.A. Club, Philadelphia.

At the group's last meeting on October 29, R. A. Campbell, assistant district manager of Pan-Atlantic Steamship Corporation, spoke about the new "Lea-Piggy Back" concept of freight transportation.

N. Y. SIPMHE Hears Wharton of Container Labs. on Package Cushioning

Translation of the highly technical subject of package cushioning into non-technical layman's language was carried out recently by Tom Wharton, vice president of Container Laboratories, Inc. He spoke at a meeting of the New York Chapter of SIPMHE on September 17.



John D. Farrington, Jr., program chairman, speaks at recent meeting of New York SIPMHE Chapter in photo at left. Seated at table are President Earl R. Stivers and Tom Wharton of Container Laboratories, the guest speaker. In photo at right, Wharton is shown making a drop test on egg.

Wharton, who formerly headed the Packaging Section of the Army General Staff, explained with the aid of slides the various theories and formulas relative to cushioning. John D. Farrington, Jr., of Jiffy Manufacturing Co. and executive vice president of the chapter, arranged the program. Earl R. Stivers presided.

Nat'l Safe Transit Group Produces New Film on Damage Prevention

Pre-shipment test procedures for packaged goods and basic carloading are the main subjects of a new 17-minute, 16mm. film in sound and color, entitled, "The National Safe Transit Story," which is now available for distribution to companies and associations.

The film is sponsored by the National Safe

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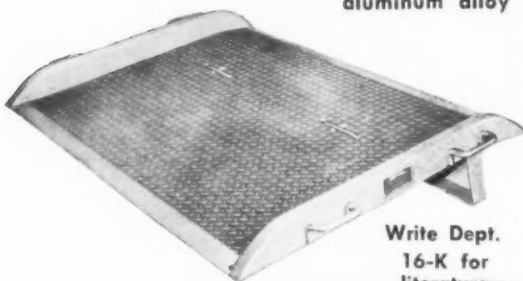
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Transit Committee of the Porcelain Enamel Institute, and was produced under the supervision of P. W. Bush, Westinghouse Electric Corporation, and chairman of the Committee's Technical Division. Aimed to reduce freight damage and loss, the film illustrates the actual humping of railroad cars together with the degrees of shock to which a loaded car might be subjected in the course of normal transit conditions.

Films may be purchased or rented for educational and sales promotional work by Certified Manufacturers, Certified Laboratories, carriers and container groups for educational work. Purchase and loan requests should be directed to the National Safe Transit Committee, Associations Building, 1145 Nineteenth Street, N. W., Washington 6, D. C.

Government Saves \$35,000 By Shipping Lockers in Fibre Boxes

The Quartermaster Food & Container Institute for the Armed Forces has authorized the domestic shipment of 100,000 steel clothing lockers in fibre boxes. The Institute estimated the Government would save \$35,000 in container cost and transportation charges by permitting the use of fibre boxes for this shipment. Steel lockers have been shipped commercially in fibre boxes for a number of years.

Effective Packaging Program

(Continued from Page 15)

transporting the carton about town for a short period of time.

In addition to the use of a salt spray cabinet to test preservatives, some parts have been exposed to numerous weather variations for extended periods of time. This is necessary to assure that parts sold as replacement items may be stored indefinitely on the customers' shelves without deterioration.

The second and concluding installment of this article on Thompson Metal Products will appear in next month's issue of SHIPPING MANAGEMENT.

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Sales Managers' Manual

(Continued from Page 28)

Waukegan, Ill., as chairman of the Sales Manager's Manual Development Committee.

This is the first such manual prepared for the entire trucking industry, Mr. Swanson said. The manual will cover such subjects as selection of motor freight salesmen, training, motivation, measurement practices, sales production plans, development of an internal selling plan and gaining top management support.

RR Car Beats "Piggy-Back"

(Continued from Page 28)

power to operate the fans when the car is standing.

According to H. H. Corey, Hormel's board chairman, the mobile reefer has several distinct advantages over the piggy-back system: "Where 'piggy-back' requires three men for loading and unloading, mobile reefer is automatic, requiring only a lift truck. Where 'piggy-back' has to be loaded and unloaded from the end of the railroad car, our units can be handled from the side of the car, at either ground or platform level, regardless of their position on the car. Another advantage of the mobile reefer system is that it eliminates the shipping of heavy axles and wheels on the car, as in the 'piggy-back' system."

Airfreight's Challenge

(Continued from Page 9)

them in an effort to provide shippers with better customer service, increasing sales and/or reducing costs. In the past the function of distribution was governed by the parts. In the future, the parts of the distribution function will be governed by the whole concept of distribution.

New Pack For Tin Plate

(Continued from Page 17)

combinations of these grades were described in detail to the group by Dr. M. L. Downs, Technical Director of Thilmany. He also reviewed in detail characteristics of each of these grades as related to tin plate packaging.

Attending the meeting were members of the Shipping and Methods Committee of A.I.S.I. and other steel company representatives including: P. B. Wyso, Bethlehem Steel Company, Committee Chairman; F. D. Cooper, Jones & Laughlin Steel Corp.; R. G. Watt, Wheeling Steel Corp.; W. K. Young, Steel of Canada; Tome Petty, U. S. Steel; C. L. Lippman, Columbia-Geneva Steel Div. of U.S.S.; H. C. Rogers and C. A. Callahan



Neon Sign Shipments—Only ONE of 1001 Uses of HANSEN ONE HAND TACKERS

SECURING NEON SIGNS in shipping containers—tacking leather hinged supports to absorb shock in transit—is but one of scores of uses for Hansen one-hand Tackers. Lining shipping cases with felt is another. Tagging, labeling, fastening bags of casters, etc. are other uses.

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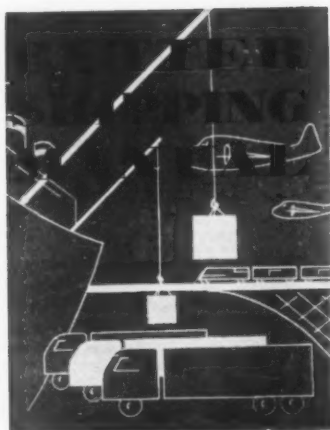
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F. K. MacGregor, Weirton Steel; C. B. Hutchins,
Inland Steel; W. H. Kinney, Kaiser Steel Corpora-
tion.

Signode Steel Strapping Company, Chicago, was
represented by W. A. Beckman as an advisor on
strapping procedures. Models of several methods
of skidding to be explored were demonstrated by
John Mellwraith of Associated Box Corporation,
New Castle, Pennsylvania.

Thilmany personnel attending the sessions in
a consulting capacity included W. L. Downs, tech-
nical director; D. G. MacDonald, Research De-
partment; A. M. Schmalz, Production Superin-
tendent; R. B. Vogt, manager-protective papers
division; R. E. Driessen, converting superintend-
ent; and J. T. Thomas, division manager.

Automation in Blouse Factory

(Continued from Page 13)

of automation, I feel that my observations along
this line will perhaps be most significant. I have
had the opportunity, as perhaps few other men
have had, to observe exactly what happens to
men working under electrically controlled con-
ditions. Here are some conclusions drawn from
these observations:

1. Although the productivity of each employee in
the center has been increased three times plus,
the fatigue element has been sharply reduced. Produc-
tivity at the end of the day is equal to or greater
than at the beginning.

2. The center is incredibly silent. There is no
noise or commotion. No one shouts, no one clusters
in the aisles or at elevators.

3. The nature of the work has changed and so
has the employee's attitude toward it. Each man has
a station; there are no chickens without heads running
through the plant. The work is more dignified, em-
phasizing mind, not muscles. Strangely enough, when
a man no longer uses his body to the full extent, he
tends to use his mind more. In our case, he has a
responsibility for a particular area or operation and
he seems to have become keenly interested in the suc-
cess of his operation. He definitely needs much less
supervision and often responds to crises himself rather
than referring them to his supervisor.

4. As the task changes, although the job is the
same, the typical shipping man takes on the qualities,
or most of them, of the white collar worker. He may
even show up in a white shirt and street clothes instead
of in dungarees. He begins to take an interest in the
whole process rather than only in his immediate as-
signed task. He seems to sense that he is the van-
guard of an important movement: automation. He is
proud of the part he is playing and seems to under-
stand fully how his dignity has been upgraded.

Thinking back to the antiquated methods of

the center or the old pre-automation days. I feel that I never again want to see a picking bin, or a cluttered packing table, or hear the sound of a carton dropping. I dread the operation of the raising up and cutting down of cartons. I never again want to read a label, handwritten by the star penman who wrote every language but English, and my sympathy goes out to those carriers whose trucks waited in long lines while we sorted out by destinations.

The person I like to hear most these days is the visitor who comes to the Judy Bond Plant, looks the situation over and says: "You have a wonderful operation, nice going. Looks easy, too."

5. As the manager of the new center I expected that greater speed in production would make my job more difficult. Instead the response of the workers and their ability and desire to make everything function as the engineers planned it, makes it possible for the first time in years to plan more carefully and to get ahead in the work. There is a greater opportunity to study even newer ways, shorter cuts, and more effective maintenance. We are pushing the factories and the sales office to give us work. We are hungry for it and we defy them to give us too much.

I wish to give due credit to the initiative and foresight of Mr. Millard Rothenberg, son of President Jack Rothenberg, who made possible this world's foremost and only automated process of its kind.

Power Truck Plus Conveyor

(Continued from Page 29)

reversed: approximately two out of every three bottles went straight from the bottling machine to the railroad car, with no stopover on the warehouse floor.

This tremendous increase in the brewery's storage and handling problems is a direct result of today's competition in packaging.

Price-wise, most premium beers are competitive. Which one the consumer orders across the bar is pretty much determined by his tastes in dryness, lightness, taste, and such. But with the rise of the take-home market and the greater influence of the female purchaser, new considerations of package design and convenience came to the fore.

Hence the seemingly endless emergence of new kinds of containers (cans and disposable bottles along with the standard or "export" bottle) in various shapes (flat top, crown top), sizes (6 oz., 7 oz., 10 oz., 12 oz., etc.), grouping (2-pack, 6-pack, 12-pack), and cases (24 can cases, 36 bottle cases, and so on).

A brewery has to stock all of these possible combinations: 12 32-oz. returnable bottles, 12 4/5 quart non-returnable bottles, eight 6-pack cans, and so forth. Add to this the fact that Anheuser-



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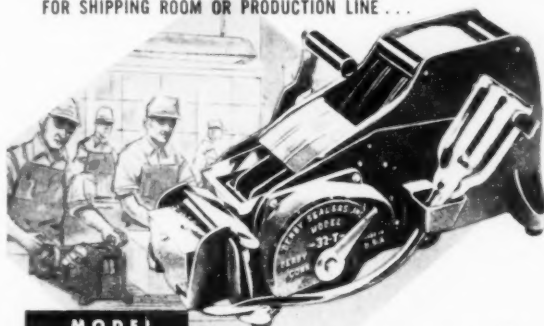
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MISCELLANEOUS

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This has brought about greater complexity in orders and order-filling. No longer does a distributor send in so simple an order as "a carload of bottled beer," meaning the single standard size that was all you could get a few years ago. Now, a typical order can read: 300 cases of the 4-6-pack 10 oz., non-returnable bottle, 150 cases of the 24 10-oz. can, 100 cases of the 36 7oz. returnable bottle, etc.

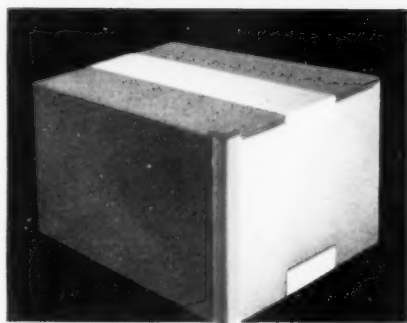
Thus, carton cases of cans and bottles must first be warehoused where they can be sorted and stocked before shipment. It also means non-stop operation for the company's fork lift trucks. With a large floor inventory to maintain and a constant flow of orders to fill, the fork trucks operate round the clock on three shifts.

Conveyor belts connect the second floor warehouse with the bottling units on the sixth floor and the canning machines on the fifth. Conveyor belts feed each of the seven automatic palletizers. It takes two to two-and-a-half minutes to load a pallet. Cartons are alternately underlaid for stability, and are variously stacked five-high for 12 oz. bottles, six-high for 10-oz. bottles, 10-high for 12 oz. cans. The palletized loads are then picked up by the fork truck and sped to their proper locations. Pallets are double stacked to an overall height of 12 feet.

When orders need filling, these same lift trucks reverse the procedure. Drivers select the right case loads from the stacks, bring them to where the pallets are manually unloaded to another set of conveyor belts. These belts lead to railroad cars on the sidings below.



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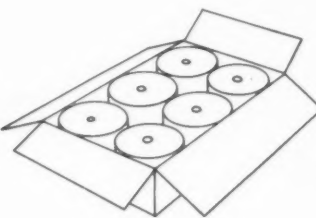
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